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Joint CIA-GDIP Consolidated SAFE Program Review
23 January 1986

J think this is IC Staff questions. 11 Feb.

C/MD FYI one SAFE file

BACKGROUND:

O The Consolidated SAFE Project Office (CSPO) is staffed jointly by the CIA
and the DIA. The Director position is staffed by the CIA and the Deputy position
by the DIA. There are approximately 20 people from each organization. The
staffs are fully integrated with CIA holding the senior positions in Systems
Engineering, System Development, and Operations Integration.

O The SAFE system is being developed incrementally.

- Delivery 1 was established at the SAFE redirection in 1982 and is an
  interim system consisting of capabilities identified largely by and
  for CIA's Office of Central Reference (OCR).

- Delivery 2 improves the message distribution accuracy and
  performance. This delivery also provides for the initial integration
  of the software environments supporting SAFE while integrating the
  Inquire DBMS into the software architecture to support textual data
  bases. Delivery 2 is a total replacement of Delivery 1 and is the
  first increment of development by CSPO.

- Delivery 3 is primarily for DIA and automates that Agency's Humint
  collection management files as well as intelligence library indexes
  and dissemination lists.

- Delivery 4 is the increment that is of primary importance to the DIA.
  This delivery provides for the restructuring of DIA Order of Battle
  and Installations Data Bases. The delivery implements the Integrated
  Data Base (IDB) which is the basis for the Military Integrated
  Intelligence Data System (MIIDS).

- Delivery 5 is the accumulation of functional enhancements to the
  fundamental system established with Delivery 2.

O The schedule for these deliveries established in the SAFE Project Plan,
dated July 1983, following the SAFE redirection is:

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Delivery 1    -   Fall   1983
Delivery 2    -   Nov    1984
Delivery 3    -   Mar    1985 (DIA), Jun 1985 (CIA)
Delivery 4    -   Aug    1985
Delivery 5    -   Dec    1985 (CIA), Feb 1986 (DIA)
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INTRODUCTION:

On 20 September 1985, CSPO announced the implementation schedule for SAFE Delivery 2 at the CIA. The implementation starts on 4 November 1985 and continues with system installation and operator training to be completed 20 December 1985. Between 13 January and 10 February 1986 the system will be undergoing final system test. On 10 February, the system will be fully operational.

The current SAFE problems are largely associated with the schedule slip of Delivery 2. Until an achievable Delivery 2 IOC date could be established, subsequent project delivery schedules and cost impacts were impossible to determine. With a firm Delivery 2 schedule for CIA, a total program schedule and analysis has started. The implementation schedule for Delivery 2 at the DIA, the delivery schedule for Delivery 3 at both the DIA and the CIA have been established. The Delivery 4 implementation schedule will be established at the Interim Progress Review in March of 1986.

QUESTION 1: How has the schedule for SAFE Deliveries changed from information presented in the July 83 Project Plan?

ANSWER: The original delivery schedule, as documented in the July 1983 Project Plan, is presented in the Background section of this paper. The changes are:

Delivery 2   -   Feb 1986 (CIA), ~~Apr~~ Jul 1986 (DIA)
Delivery 3   -   Nov 1986 (DIA), (CIA) Delivery schedule to be
                   established at Delivery 3 Interim
                   Progress Review (March 1986)
Delivery 4   -   Date will be established at the Interim
                   Progress Review (March 1986)

QUESTION 1a: What are the causes of the schedule slippages?

ANSWER: The initial SAFE message processing requirements dictated software to decompose an electrical message into a large number of "zones" or fields. An analyst develops an interest profile based on data found in these fields (i.e. security, source). However, experience has proven that message formats lack the precision and standardization to allow the software to consistently locate the proper zones. The variability due to human error in message content has been a major drain on analysis and has resulted in costly redesign. In addition to this problem, the specification and implementation of the SAFE User Interface was

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under estimated and therefore exceeded programmed resources and schedules. Additional resources expended on Delivery 2 created resource contention for Delivery 3 software development tasks. Thus, Delivery 3 slippage is directly traceable to the extent of Delivery 2 slippage.

QUESTION 1b: Where is the current SAFE Delivery schedule and implementation approach documented?

ANSWER: The schedule and implementation approach will be documented in the updated project plan and configuration control document. These document will establish the requirements and design baselines with proper control to ensure that the project schedule reflects all approved changes. This activity is currently underway and will be completed by early February 1986.

QUESTION 1c: Is Delivery 2 expected to satisfy all functional requirements originally targeted for Delivery 2 or have some of the requirements been pushed out to later Deliveries?

ANSWER: Delivery 2 has received a great deal of redirection during the course of its development. For example, the DIA and CIA users participation in system integration and testing has led to modifications of the user interface and functional specifications. Further, the users have also reordered requirements for implementation beyond Delivery 2. Hence, the relationship to the delivered system will vary greatly in its implementation from the original concept. However, Delivery 2 will satisfy the most critical requirements by providing all of the fundamental capability from which to build all of the follow on functionality.

QUESTION 1d: How have the cost overruns experienced with Delivery 2 been factored into the current budget?

ANSWER: The FY87 budget does not reflect the projected shortfalls.

25X1 QUESTION 2: How confident is CSPO that Delivery 2 will satisfactorily support ⬚ concurrent users given the problems with the Data Base Management System, INQUIRE?

25X1 ANSWER: The INQUIRE data base currently supports 250 concurrent users. INQUIRE
25X1 is being modified to support ⬚ concurrent users by May 1986. A study is underway to develop a design strategy to support ⬚ concurrent users.

QUESTION 2a: What is CSPO's backup position if Delivery 2 fails to perform satisfactorily?

ANSWER: CSPO has modified software to increase the Delivery 1 user population at both CIA and DIA. The transition plan for Delivery 2 for both agencies is based on adding users incrementally within the constraint of maintaining acceptable performance. In the event that Delivery 2 fails to perform satisfactorily Delivery 1 will provide critical services.

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QUESTION 3: What SAFE Delivery(s) are expected to be running in FY87?

ANSWER: Deliveries 1, 2, and 3 will be running in FY87. Delivery 1 is operational at CIA and DIA presently. Delivery 2 will achieve IOC in the CIA on █ February 1986 and be installed in the DIA █ July 1986. Delivery 3 will achieve IOC in the DIA █ November 1986. The schedule for the portion of Delivery 3 applicable to the CIA will be established at the Interim Progress Review in March 1986.

QUESTION 3a: How many CIA and DIA users (total and concurrent) must be supported by these systems?

25X1 ANSWER: The requirement for DIA is ____ total users and ____ concurrent users.
25X1 The initial requirement for CIA-- ____ total users and ____ concurrent--has been
25X1 increased to ____ total users and ____ concurrent users. A new initiative is presently in CIA's FY87 program to cover these additional users.

QUESTION 3b: What statistics have been used to project the requirement for
25X1 supporting ____ concurrent users at CIA in FY87 and at DIA in FY88?

25X1 ANSWER: The requirement for supporting ____ concurrent users at the CIA in FY87
25X1 is based on experience with Delivery 1. The DIA requirement is for ____ concurrent users through FY87. New program initiatives for FY88-FY92 will allow
25X1 DIA to achieve a total concurrency of ____ users. This concurrency requirement is based on current system usage and the solicitation of user access needs, based on SAFE functions available through Delivery 4.

QUESTION 3c: Is there a high degree of confidence within CIA and DIA that the Delivery 2 SAFE system will be a solid foundation on which to build ADP support
25X1 for ____ users?

ANSWER: The SAFE architecture can be expanded by adding hardware to support a
25X1 requirement of ____ users.

QUESTION 4: If each agency must operate two SAFE systems simultaneously to support CIA and DIA users requirements, how will the running of two parallel systems affect the program's hardware costs, software costs and maintenance costs?

ANSWER: The two SAFE systems are interpreted to mean, Delivery 1 and Delivery 2. The CIA has increased its operational support by $300K in FY1986 to support the parallel operation of Delivery 1 and Delivery 2. DIA is currently reviewing its operational and user support needs in order to determine whether planned staffing levels are adequate to manage SAFE Delivery 1 and Delivery 2 in parallel. There is an additional cost of approximately $400K for extended maintenance of Delivery 1 for both agencies through FY1986. These contractual resources represent a critical contractor development personnel and therefore may constrain the extent to which enhancements to planned deliveries can be programmed into the development schedule. The increased usage of Delivery 1 has created a hardware availability problem for transitioning all users to Delivery 2. This cost is unknown at this time and cannot be determined until four months of operational performance data can be gathered.

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QUESTION 4a: Are FY86 and FY87 funds programmed within each agency sufficient to support parallel system operations in addition to developing improved functional capabilities planned for Deliveries 3, 4 and SAFE "Delivery 5 Releases"?

ANSWER: Based on the planned development objectives for SAFE Deliveries 3 and 4 as well as continuing maintenance and programmed enhancements, the SAFE Project will have a $4.2 million shortfall in FY1987. There are no funds for the development of Delivery 5. The Delivery 4 requirements that are unfunded within the SAFE budget will be developed and funded by the DIA subsequent to Delivery 4 IOC as releases (enhancements). The Delivery 5 requirements that are unfunded within the CSPO budget will be developed and funded by the DI/CIA.

QUESTION 5: SAFE Deliveries continue to be descoped. What is the magnitude of requirements planned for FY85 and FY86 that have been pushed out to FY87 and beyond?

ANSWER: All of the "Delivery 5" requirements have been descoped and will be developed beyond FY1987. In addition, only a minimal subset of Delivery 4 requirements can be funded. This subset will provide a viable production environment to support the DIA Integrated Data Base (IDB) and the "portable" software for transfer to candidate DODIIS sites. Furthermore, user defined enhancements to SAFE Deliveries 2 and 3 may be deferred.

QUESTION 5a: What % of total SAFE requirements have been met to date?

ANSWER: Delivery 1 provides the following functional capabilities: Message processing dissemination within one hour of receipt, user tailored interest profiles, retrospective search of 60 days of cable traffic, electronic mail, word processing, and access to analytical tools (modeling, statistic analysis, private data base files).

QUESTION 5b: Can functional capabilities delivered or planned within each SAFE Delivery be traced back to a baseline requirements document that is being maintained through the SAFE Configuration Control Process?

ANSWER: Yes

QUESTION 5c: To what degree is SAFE Delivery 4 being descoped to stay within programmed funding?

ANSWER: The minimal subset of Delivery 4 is being developed. These requirements are those mandatory for the successful implementation of the Integrated Data Base (IDB). The remainder of Delivery 4 requirements and all of Delivery 5 cannot be developed within programmed funding.

QUESTION 5d: How does DIA expect to meet user requirements that fail to be met by Delivery 4?

ANSWER: Based upon the ongoing analysis, those requirements that may not be met in Delivery 4, will be considered in the FY88-92 GDIP Program build. Program initiatives for the period are currently being prepared.

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QUESTION 6: In FY86 and 87 joint program resources will be focused on DIA
deliveries. Are there sufficient resources to provide CIA "releases" in addition
to DIA's deliveries?

ANSWER: No. There are not sufficient resources to provide CIA "releases" in
addition to DIA deliveries.

QUESTION 6a: If it becomes impossible to provide both, which has priority?

ANSWER: Both DIA and CIA have jointly prioritized requirements for Deliveries 2
through 5. The existing delivery schedule is based on an order of build dictated
by cost, schedule and technical risk. The two agencies have jointly funded the
software development effort for Deliveries 2 and 3, based on proportions
established in their respective programmed budgets. The FY1986 budget will
support the development of both Delivery 2, 3 and the Preliminary Design for
Delivery 4.

QUESTION 7: How much has been spent to date on the SAFE program to provide CIA
and DIA users the functional SAFE capabilities operational today?

ANSWER: The total expenditure of funds for Delivery 1 hardware and software at
both agencies is $17.3 million.

QUESTION 8: Does CIA commit to continued staffing of CSPO with experienced
technical and management persons dedicated to SAFE development through Delivery
4, when the major benefit of the Consolidated SAFE program to CIA will be
experienced with Delivery 2 and the remaining Deliveries will be of primary
benefit to DIA?

ANSWER: The CIA plans to fulfill it's staffing commitments.

QUESTION 8a: What will this commitment cost CIA?

25X1 ANSWER: This commitment is for ___ staff positions.

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QUESTION 7: How much has been spent to date on the SAFE program to provide CIA and DIA users the functional SAFE capabilities operational today?

ANSWER: The funds for Deliveries 1 and 2 hardware and software for both Agencies is $74.1 million.

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